

**Missouri Department
of Social Services**

**Division of
Youth Services**

Annual Report

Fiscal Year
2006

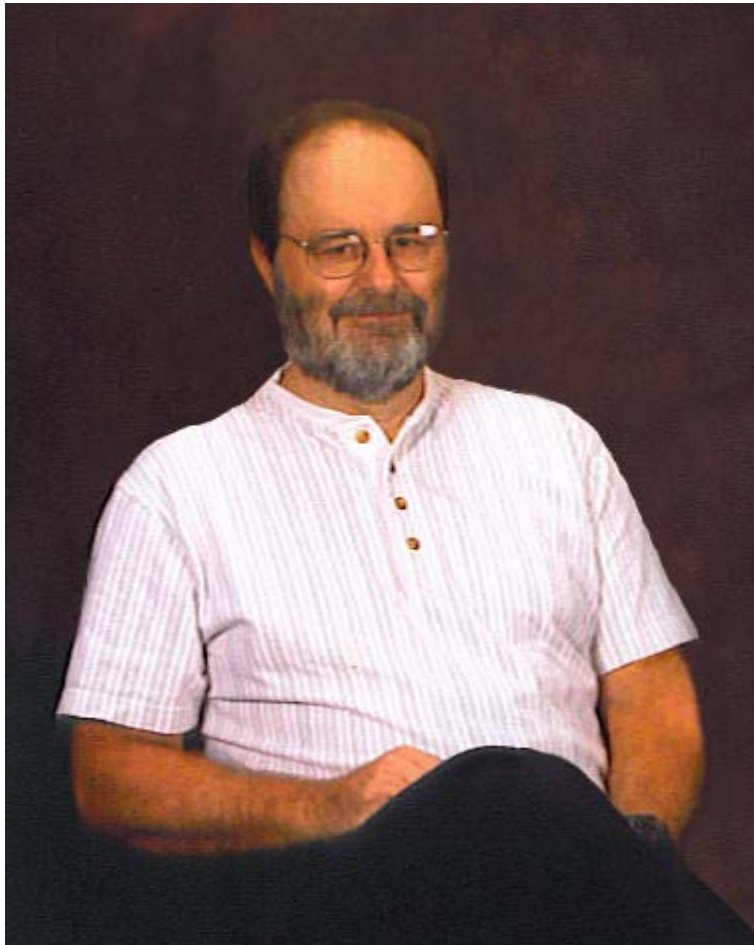


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**Division of Youth Services
Annual Report
Fiscal Year 2006**

Missouri Department of Social Services
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In Memoriam



The 2006 Missouri Division of Youth Services Annual Report is dedicated to our friend, Robert (Bob) Kauffman, who departed this life on September 2, 2006. Bob was a dedicated public servant, who spent his life helping young people. During his tenure with the division, Bob was instrumental in the improvement of data collection for the agency and establishment of this report.

The Division of Youth Services remembers and honors Bob for his dedicated service and friendship.

Missouri Department of Social Services

Vision:

Safe, healthy, productive citizens.

Mission:

To maintain or improve the quality of life for Missouri citizens.

Values:

- Accountability in the provision of efficient services;
- Child safety and well being that recognize the family as the child's primary resource;
- Quality healthcare provided in the least restrictive environment;
- Collaboration with community partners;
- Respect for the dignity and diversity of every individual;
- Excellence in the quality of services provided to our citizens; and
- Staff committed to professional development, innovation and teamwork.

Missouri Division of Youth Services

Mission Statement

To enable youth to fulfill their needs in a responsible manner with respect for the needs of their families and their communities.



MATT BLUNT
GOVERNOR

**MISSOURI
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DIVISION OF YOUTH SERVICES**

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Dear Reader:

The Division of Youth Services (DYS) is pleased to present our Annual Report for Fiscal Year 2006. Included in the report is an overview of agency operations, statistics regarding the young people served, and outcome indicators for the period of July 1, 2005 to June 30, 2006.

Over the past several years, DYS has been fortunate to receive increased state and national recognition, in part due to the innovative treatment approaches and successes as an agency.

We extend our appreciation to the Governor, Missouri Legislature, Department of Social Services, DYS Advisory Board, Juvenile Courts, Community Liaison Councils, and our many volunteers and friends around the state. With their support and the hard work and dedication of DYS employees, the range and quality of services and opportunities for young people and their families is something we can all be proud of.

Very truly yours,

(Original document signed by)

Tim Decker
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FISCAL YEAR 2006 EXECUTIVE SUMMARY

- 1,214 youth were committed to DYS during FY 2006.
- 83.2% of youth committed to DYS were male.
- The average age of all youth committed was 15.1 years.
- The average DYS youth had attained 9 years of schooling at the time of commitment.
- 712 youth (31.7%) of all youth receiving DYS education services were identified as having an educational disability.
- 560 youth (46.1%) had a history of prior mental health services.
- 721 youth (59.4%) had a history of prior substance abuse involvement.
- 116 youth (9.6%) were committed for the most serious felonies (A and B felonies) during FY 2006, and 507 youth (41.8%) were committed for less serious felonies during the fiscal year.
- In FY 2006, 128 youth (10.5%) were committed for juvenile offenses.*
- 463 youth (38.1%) were committed for misdemeanors and other non-felonies.
- 54.5% of all commitments were from single-parent homes.
- 63.6% of youth were committed from metropolitan areas.
- 87.6% of all discharges from DYS custody were satisfactory.

* The Juvenile Offense category became effective with FY 2002 reporting and is based upon the Missouri Juvenile Charge Codes. The following violations are included in this category: status offenses, abuse, custody, neglect, court order violations, and municipal charges.

INTRODUCTION

The mission of the Missouri Division of Youth Services (DYS) is to enable youth to fulfill their needs in a responsible manner with respect for the needs of their families and their communities. In fulfilling this mission, DYS maintains a commitment to protecting the safety of Missouri citizens by providing individualized, comprehensive, needs-based services that ultimately enable youth to successfully reintegrate into the home and community. The Missouri Division of Youth Services serves as an alternative to the national trend toward punitive and correctional models. The Division of Youth Services is a national model for providing a balanced approach to juvenile justice, emphasizing both community safety and rehabilitation. Small, regionalized, residential and non-residential programs and services have replaced the large training schools that once characterized DYS. In order to more effectively and efficiently administer the programs and services, DYS has divided the state into five geographic regions (Northeast, Northwest, St. Louis, Southeast, and Southwest), each with a regional administrative and service delivery system.

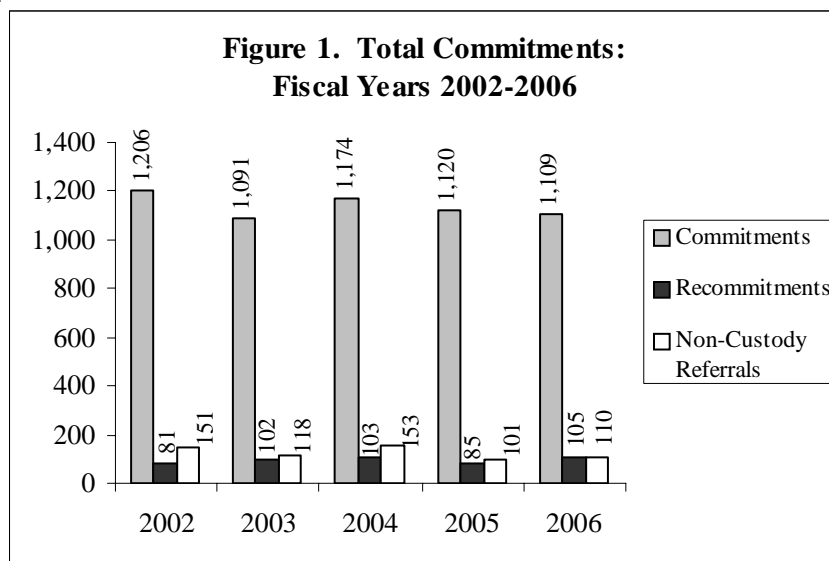
The gradual but marked evolution of the agency has resulted in the following array of services and approaches: a continuum of community-based and residential treatment and education services; a case management system in which a single case manager follows a youth throughout his/her tenure in the agency; collaboration with local juvenile courts regarding early intervention and prevention efforts through the provision of diversionary funds; an emphasis on a humane, dignified, supportive, structured, and therapeutic climate; development of community-based partnerships; and incorporation of treatment outcome and quality assurance components to evaluate efficacy and improve service delivery.

This annual report provides a summary of descriptive statistics about the youth committed to the care of the division as well as pertinent information regarding overall agency operations during fiscal year 2006.

COMMITMENT AND DEMOGRAPHIC INFORMATION

Total Commitments

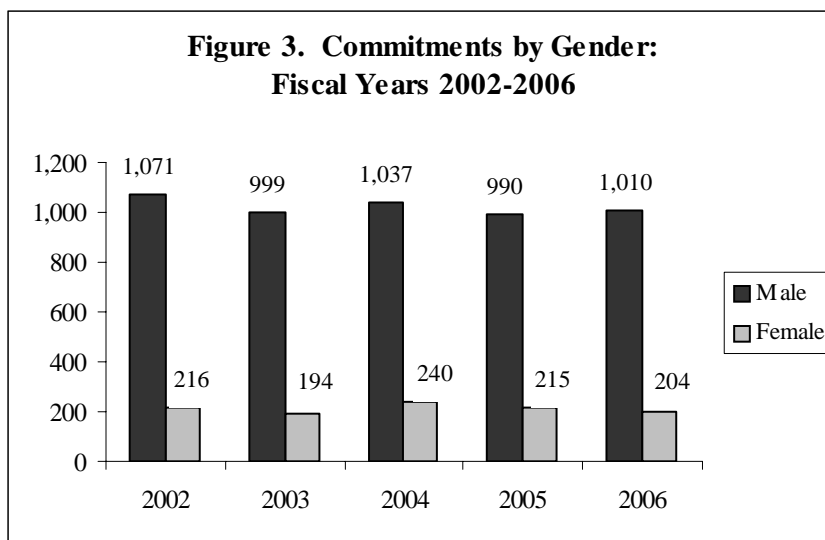
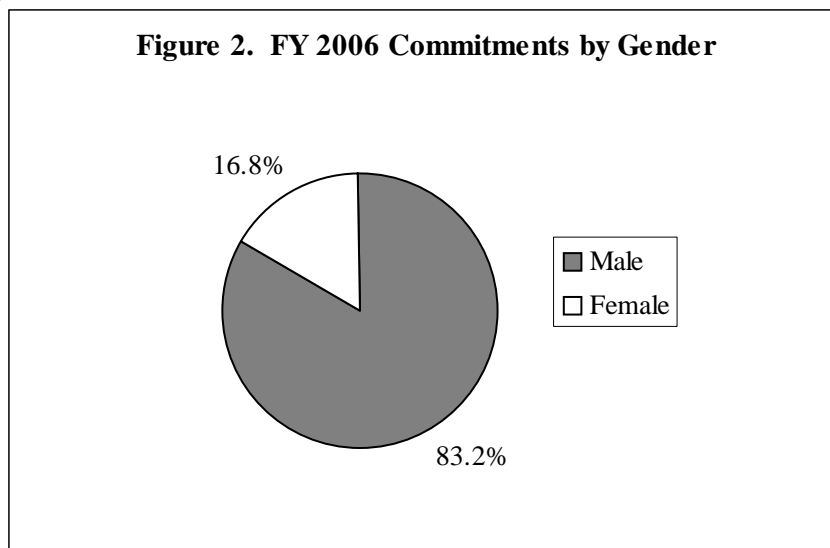
The total number of youth committed to DYS by the court per year includes all *new commitments* plus *recommitments*. These commitments are considered *custody referrals* as DYS is given legal and physical custody of a youth within its system. DYS also receives referrals from agencies such as the juvenile courts and the Children's Division. These youth are considered *non-custody referrals* and are not formally committed to the custody of DYS. Non-custody referrals may receive services in the community care setting, but cannot be placed in residential care. During FY 2006, a total of 1,214 youth were committed to DYS. This number represents a 0.7% increase in total commitments from FY 2005; however, the number of commitments has remained relatively constant over the past five fiscal years (see Figure 1).



NOTE: Dual jurisdiction cases, in which youthful offenders are certified and simultaneously receive an adult and juvenile disposition in a court of general jurisdiction, are not included in the overall data in this report.

Commitments by Gender

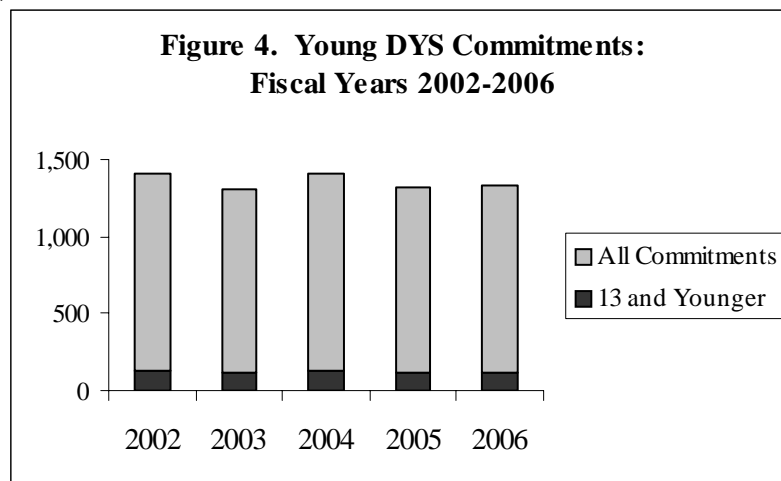
A total of 1,010 males accounted for 83.2% of the overall commitments to DYS during FY 2006. Relative to their male counterparts, females accounted for a small (16.8%) percentage of the total commitments, with 204 females ordered into DYS custody (Figure 2). Despite the relatively smaller number of female commitments to DYS, this population remains a challenge given the limited resources available. The ratio of male to female offenders has remained relatively constant over the past five years (Figure 3).



Commitments by Age

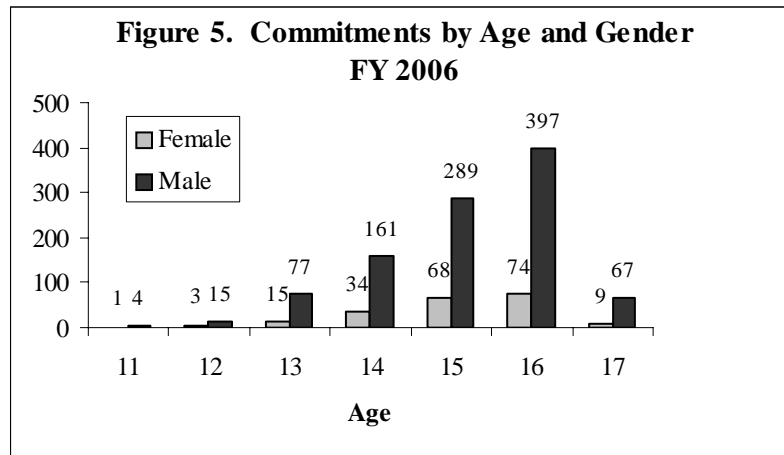
The largest percentage of youth (84.3%) committed to DYS during FY 2006 were between the ages of 14 and 16 years (Table 1). Only 9.5% of the committed youth were 13 years of age or younger. Although the lowest threshold age for commitments to DYS was eliminated by the Juvenile Crime Bill in 1995, there has been no subsequent substantial increase in the commitment of young offenders to DYS (Figure 4).

Table 1. Commitments by Age and Gender FY 2006			
Age	Male	Female	Total
11	4	1	5
12	15	3	18
13	77	15	92
14	161	34	195
15	289	68	357
16	397	74	471
17	67	9	76
Total	1,010	204	1,214



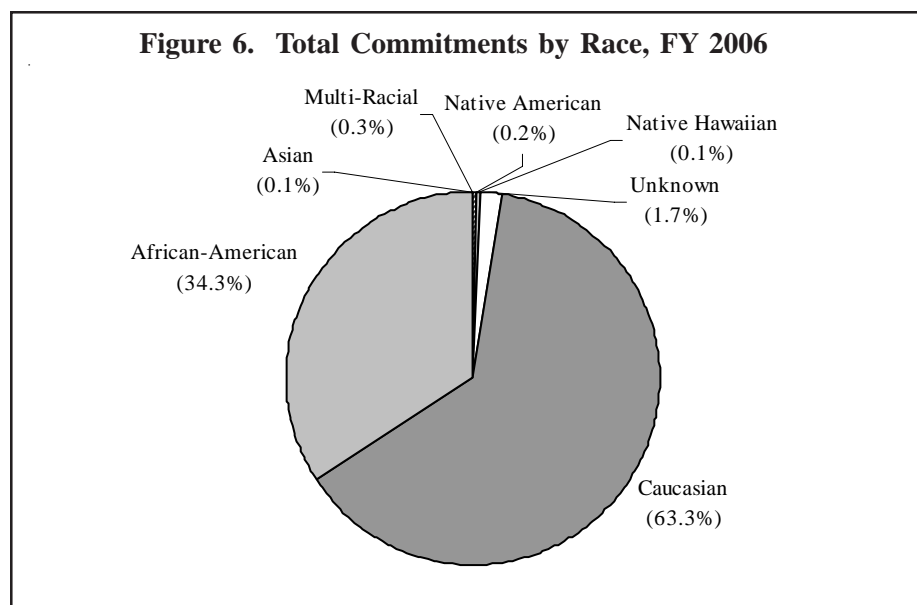
Commitments by Age (Continued)

As depicted in Figure 5, the numbers of youth committed to DYS during FY 2006 increased incrementally from age 11 until peaking at age 16, with a sharp decline in commitments of youth over 16 years of age.



Commitments by Race and Gender

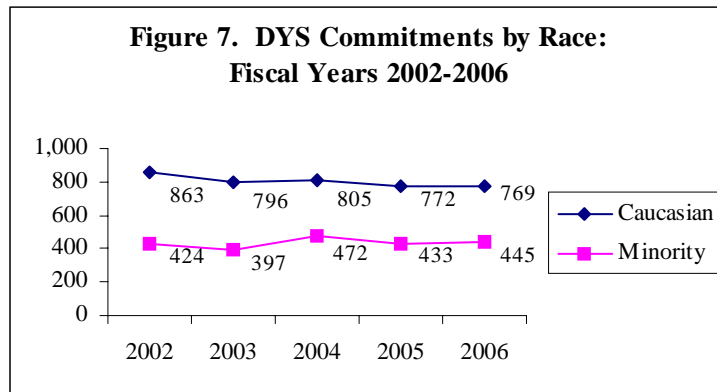
During FY 2006, Caucasian youth accounted for the majority (63.3%) of commitments to DYS (Figure 6). When further examining race by gender, Caucasian males accounted for over half (51%) of the total commitments. African-American males were the next largest group of commitments, representing 30.2%. As noted previously, females have consistently represented a relatively small percentage of commitments to DYS, with minority females accounting for 4.5% of all youth committed to the agency during FY 2006.



Commitments by Race and Gender (Continued)

The numbers of minority youth entering or re-entering DYS custody during FY 2006 represented a smaller percentage of the overall commitments in comparison to Caucasian youth. Minority youth constituted 18.9% of the Missouri population of individuals between 10 and 17 years of age (based on July 1, 2005 estimates provided by the U. S. Census Bureau to the Missouri Office of Administration), and accounted for 36.7% of DYS commitments.

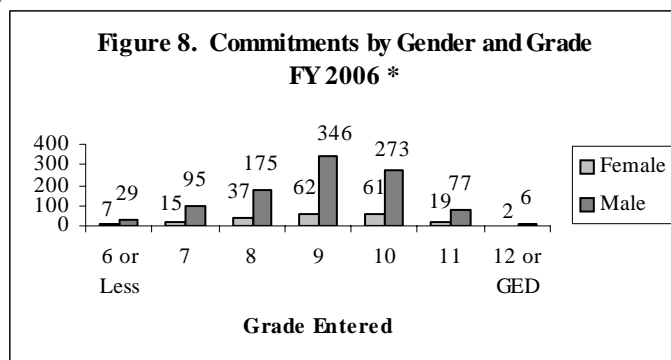
Figure 7 shows the number of Caucasian and minority youth committed to DYS over the past five fiscal years.



Commitments by Grade and Achievement Level

Thirty-six youth, or 3% of all commitments in FY 2006, had entered the sixth grade or less upon entering the DYS system. The majority of students (78.6%) had entered the eighth through tenth grades. Eight students had begun the twelfth grade or were working toward the General Equivalency Diploma (GED) (Figure 8). It is generally assumed that a student will complete his or her high school education within four years, around the age of 18. Many youth committed to DYS in FY 2006 were found to be behind schedule in completing their education.

The academic skills of a large number of youth committed to DYS are significantly behind their age peers. The incident rate of youth with educational disabilities is at least three times greater than typically found in the public schools.

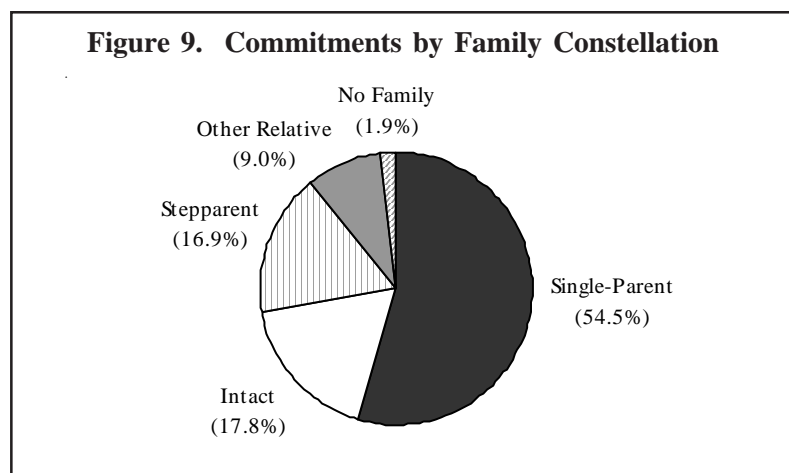


The average committed youth was reading at the 17th percentile rank and performing at the 16th percentile rank in mathematics. 31.7% of all youth receiving DYS education services, or 712 youth, were identified as having an educational disability.

* NOTE: Grade level data were missing for 10 youth.

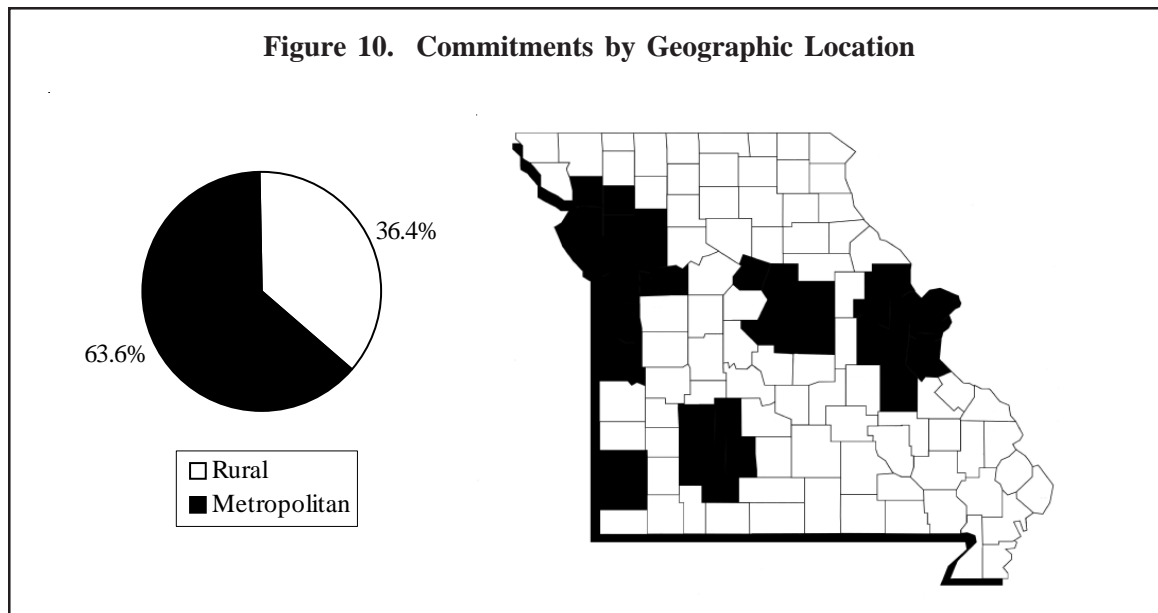
Commitments by Family Constellation

As seen in Figure 9, over half (54.5%) of the youth committed to DYS in FY 2006 came from single-parent homes. Conversely, only 17.8% of the youth resided in intact homes where both parents, biological or adoptive, were present.



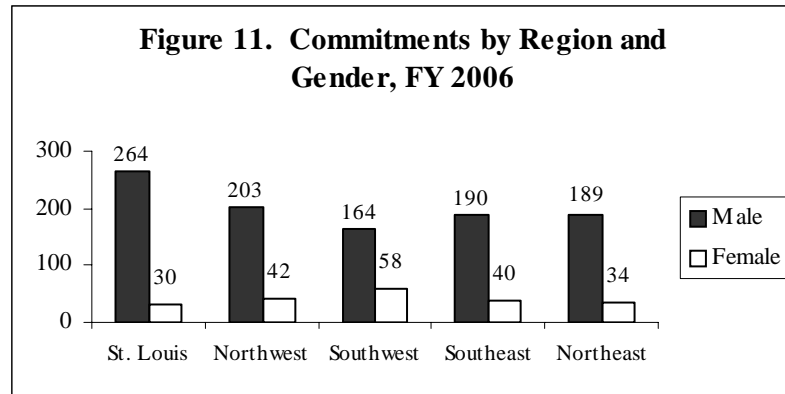
Metropolitan versus Rural Commitments

The majority of youth committed to DYS in FY 2006 (63.2%) resided in metropolitan areas of the state, and 63.6% were committed from metropolitan areas (Figure 10). The U. S. Census Bureau defines the following as metropolitan: The City of St. Louis and the counties of Boone, Howard, Callaway, Cole, Moniteau, Osage, Jasper, Newton, Bates, Caldwell, Cass, Clay, Clinton, Jackson, Lafayette, Platte, Ray, Andrew, Buchanan, DeKalb, Franklin, Jefferson, Lincoln, St. Charles, St. Louis, Warren, Washington, Christian, Dallas, Greene, Polk, and Webster.



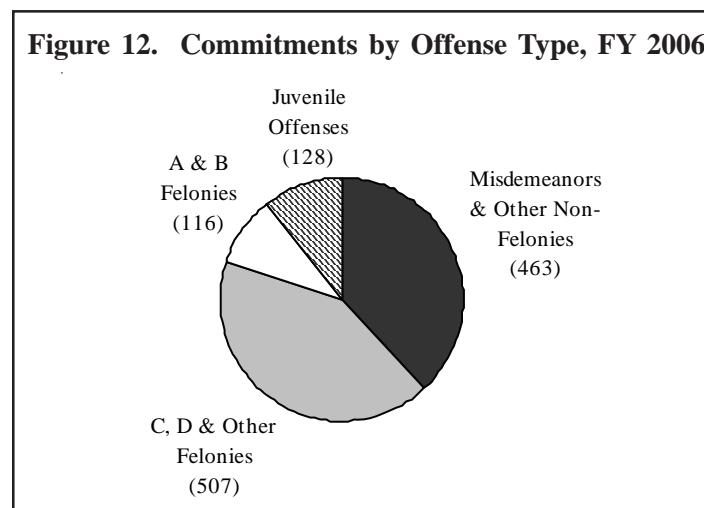
Commitments by Region

The largest proportion (24.2%) of the overall commitments to DYS during FY 2006 occurred in the St. Louis region, which received 294 youth. Conversely, the 222 youth committed in the Southwest region accounted for the smallest proportion (18.3%) of the total DYS commitments (Figure 11). In each of the five regions, males represented the majority of the commitments, ranging from 73.9% committed in the Southwest region to 89.8% in the St. Louis region.



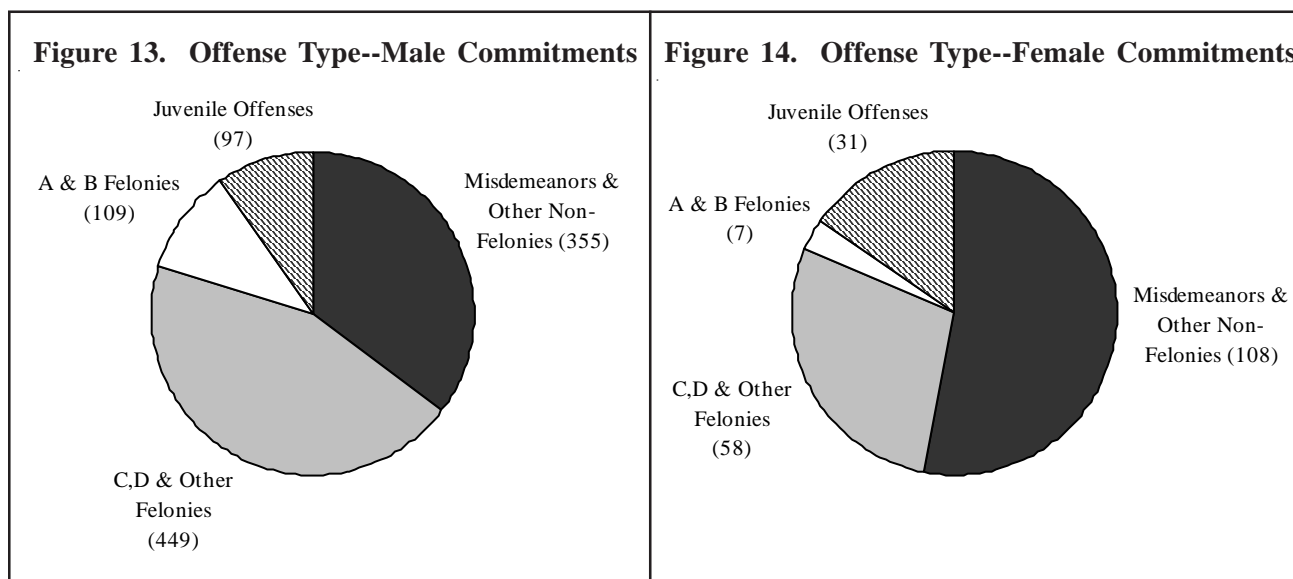
Commitments by Offense Type and Gender

Youth were most likely to be committed to DYS for adjudications involving class C, D, or unspecified felonies (i.e., “Other Felonies”), representing 41.8% of the total commitments. Included in this category are property offenses, drug crimes, and theft. Youth committed for misdemeanors and other non-felony offenses, which include offenses such as probation violations and escapes from custody, comprised 38.1% of commitments. Youth commitments for the most serious crimes, A and B felonies, represented 9.6% of the total DYS commitments for FY 2006. Youth adjudicated for juvenile offenses such as truancy and curfew violations also accounted for 10.5% of the youth entering DYS custody (Figure 12).



Commitments by Offense Type and Gender (Continued)

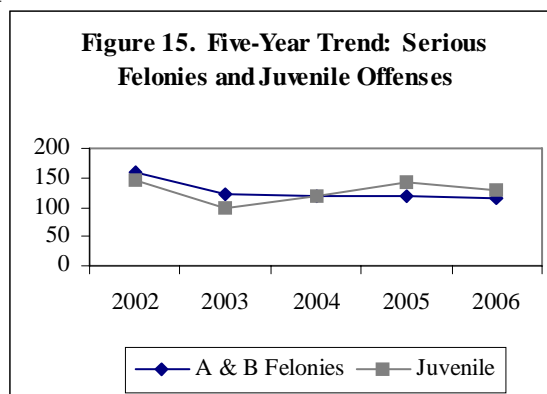
When comparing offense types by gender, males tended to be placed into DYS custody for more serious offenses than females (Figure 13). More specifically, 10.8% of the male offenders were committed for A & B felonies and 44.5% were committed for “Other Felonies.” Of all females committed to DYS, only 3.4% were adjudicated for A & B felonies and 28.4% for “Other Felonies.” As seen in Figure 14, relative to males, females committed to DYS accounted for larger percentages of juvenile offenses (15.2% female versus 9.6% male) and misdemeanors (52.9% female versus 35.1% male).



Commitment Trends for Offense Type

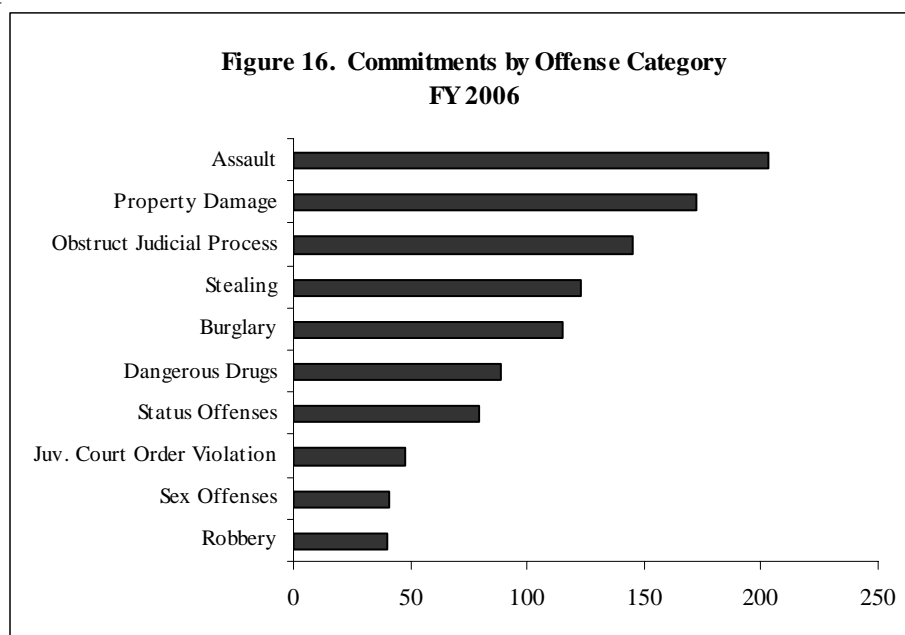
Between FY 2005 and FY 2006 there was a 0.7% increase in overall commitments to DYS. Five-year trends, shown in Figure 15, show slight decreases in commitments to DYS for the most serious felonies (A & B).

	<u>2005</u>	<u>2006</u>	<u>% Change</u>
A & B Felonies	117	116	-0.9%
C, D & Other Felonies	492	507	3.0%
Misdemeanors and Other Non-Felonies	454	463	2.0%
Juvenile Offenses	142	128	-9.9%

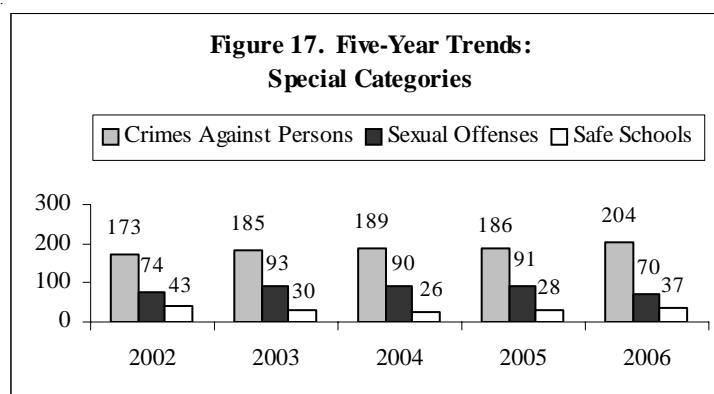


Commitment Trends for Offense Type (Continued)

A closer examination of the specific crimes for which youth were committed to DYS in FY 2006 reveals that assault, property damage, obstructing the judicial process, and stealing were the most common offenses. The top 10 offense categories for FY 2006 commitments are shown in Figure 16.



With the increased attention to serious and violent juvenile crime in recent years, certain types of offenses are the subject of more intense scrutiny and interest. In Missouri, legislation such as the Juvenile Crime Bill in 1995 and the Safe Schools Act in 1996 targeted a variety of these offenses, such as crimes against persons, sexual offenses, and other violent crimes. Figure 17 reflects the current FY 2006 statistics and five-year trends for DYS commitments in these special categories following the passage of the Juvenile Crime Bill and Safe Schools Act. It is important to note that the offense categories are not mutually exclusive as some crimes may be statutorily defined and included in more than one of the categories. For complete listings of the specific crimes in each of these categories, the reader is referred to Chapters 160, 565, and 566 of the Revised Statutes of Missouri.



Commitment Trends for Offense Type (Continued)

As noted previously, the commitment and demographic data contained in this FY 2006 report excludes the data for youthful offenders sentenced pursuant to the dual jurisdiction statute, which was a part of the Juvenile Crime Bill of 1995. In FY 2006, only seven youthful offenders, all male, were sentenced pursuant to the dual jurisdiction provision and subsequently received by DYS.

Likewise, youth retained under the jurisdiction and supervision of juvenile offices of the circuit courts; or certified, tried and convicted in an adult court of general jurisdiction, are not within the purview of the Division of Youth Services.

CASE MANAGEMENT AND TREATMENT SERVICES

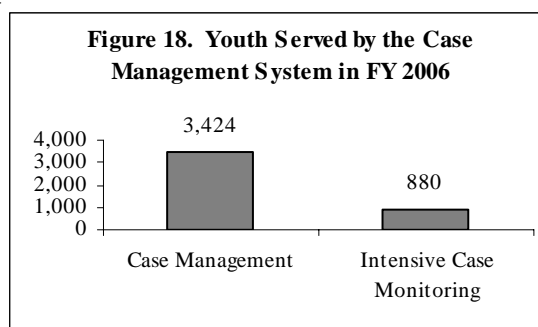
Case Management System

DYS continually modifies and refines its case management system to enhance assessment, treatment planning, and the coordination and monitoring of services for each youth and family. Case managers, or Service Coordinators, are the primary link between DYS, the youth and family, and the local juvenile or family court. Service Coordinators are responsible for ensuring that youth adhere to court orders, receive appropriate supervision, and meet expectations such as attending work, school, treatment, and participating in community service as appropriate. To increase availability to clients and communities, Service Coordinators are strategically placed in geographical locations in close proximity to the communities they serve. As such, frequent contact, resource development, civic involvement, and community interaction are more readily achieved.

Service Coordinators perform comprehensive risk and need assessments which lead to the development of individualized treatment plans for each youth committed to DYS. These risk and need assessments have been revised and formalized over the past few years.

The Intensive Case Monitoring program is an important component of the overall DYS case management system. Through this program, Social Service Aides, known as “trackers,” maintain consistent, frequent contact with DYS youth in aftercare or community care. Employed under the direction of the Service Coordinator, trackers serve in a variety of capacities that enhance supervision, monitoring, and supportive functions. Beyond the clear benefits to the youth as a result of the frequent and consistent contact, attention, guidance and mentoring, the trackers are a cost-effective means to enhance supervision of the youth while reducing demands on caseloads of the Service Coordinators.

In FY 2006, a total of 3,424 youth received case management services within DYS. Additionally, 880 youth in the custody of DYS were served by the Intensive Case Monitoring program (Figure 18).



Residential Facilities

Within the division there exists a continuum of residential facilities, including community based, moderate care, and secure care programs. Regardless of the security level, an overall emphasis is placed on meeting the individualized psychosocial, educational, vocational, and medical needs of the youth in a dignified, structured, supportive, and therapeutic environment. Youth learn to recognize the various factors associated with their unhealthy decisions and to identify and implement appropriate and effective ways of meeting their needs while respecting the rights of others. Common treatment targets include communication and social skills development, problem solving, conflict resolution, substance abuse prevention, establishing healthy relationships, esteem enhancement, and victim empathy enhancement. Educational achievement and vocational skills are emphasized as well.

In FY 2006, DYS operated 32 residential facilities, with a total of 710 beds. These facilities served 2,061 youth who were in the custody of DYS during the fiscal year. Budgeted bed space allocations as well as utilization statistics for each of the residential facilities for FY 2006 are included in Appendix C.

Day Treatment

Day treatment programs within DYS are primarily designed to divert lower-risk youth from residential placement, although these programs also provide an effective transitional service for youth re-entering the community following release from residential care. The day treatment programs allow for youth to receive community-based, structured, alternative educational programming. In addition to academic and vocational instruction, the day treatment programs incorporate psychoeducational groups and other treatment interventions.

DYS day treatment programs served 671 youth during FY 2006.

Community Care Services

Community Care is a network of interacting programs and services that offer assistance and supervision to both committed and non-committed DYS youth. Direct placement into Community Care provides an alternative to residential care. Community Care services are also offered to committed youth after release from a residential facility. These services work to reduce or eliminate factors that may have contributed to past offenses committed by the youth. See Table 3 for types of Community Care services offered by DYS.

Table 3. Types of Community Care Services

Community Reparation	Independent Living
Contractual Care	Individual Counseling
Day Treatment Education	Intensive Case Monitoring
Family Preservation	Job Placement
Family Therapy--DYS	Mentor Services
Family Therapy--Purchased	Proctor Care
Foster Care	Shelter--Emergency
Group Counseling	Shelter--Temporary

Jobs Program

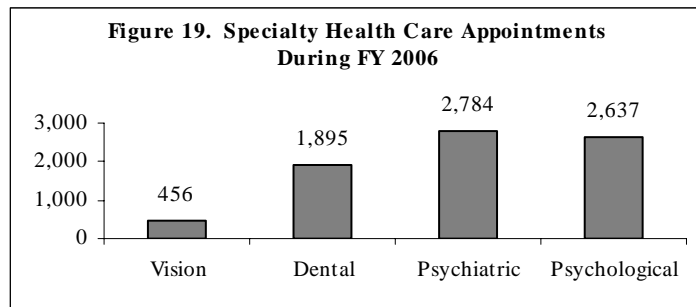
Efforts to provide youth with vocational skills and career guidance resulted in development of what is referred to as the DYS Jobs Program, which was included as a promising program or policy initiative in a report by the National Youth Employment Coalition to the Annie E. Casey Foundation in 2000. This program allows Division youth to gain employment skills and receive minimum wage compensation through a contractual agreement between the Division of Youth Services and the Division of Workforce Development. Many participating youth are able to earn vocational education credit through their experiences. In addition to job skills learned, wages earned from the Jobs Program enable youth to make restitution payments and contributions to the Crime Victims' Compensation Fund.

In FY 2006, a total of 936 youth were served by the Jobs Program. The overwhelming majority (885 youth, or 94.6%) of youth were categorized as successful. For the purpose of this report, success in the Jobs Program refers to maintaining participation consistent with the employing agencies' philosophies, structure, expectations, and requisite level of occupational skill.

In addition, 80.6% of youth committed to DYS were productively involved in education and/or employment at the time of discharge from DYS in FY 2006. Of those youth, 58.6% held full- or part-time employment, or worked part-time while continuing their education.

Health Care Services

Part of the needs-based philosophy to which DYS subscribes is the recognition of the medical well-being of youth in its care as a primary concern. Left untended, health care needs severely impair the therapeutic value of the other services offered. In FY 2001, the DYS commitment to meeting the health care needs of the youth was reflected in the formal and complete incorporation of the Healthy Children and Youth (HCY) screen for all youth in DYS residential care. HCY is a comprehensive, primary and preventative health care screening conducted by licensed health care professionals whose focus is to identify not only actual, but also potential needs of the youth committed to DYS custody. In addition to a comprehensive health and developmental assessment, the HCY screen provides for anticipatory guidance, appropriate immunizations, laboratory testing, and hearing, vision, and dental screenings. As a result, with 100% of the data available, a total of 1,995 HCY screenings were conducted on DYS youth in residential programs in FY 2006. In addition, 849 immunizations were provided to committed youth. Figure 19 shows additional specialty care services that were provided during FY 2006.



Health Care Services (Continued)

Youth residing in DYS residential programs, contractual programs, foster care and/or proctor care within managed care regions are enrolled in the Department of Social Services' Managed Care Plus (MC+) Program. In FY 2006, 1,348 youth were enrolled in MC+. All other DYS committed youth are provided medical care under state and federal Medicaid programs. In FY 2006, 630 youth were enrolled in fee for service Medicaid programs.

Above and beyond the HCY utilization, DYS made significant contributions toward ensuring the provision of comprehensive health care services for the youth committed to its custody. The Needs Assessment Scale identified need for services in the following health areas for youth served by DYS in FY 2006 (Table 4):

Table 4. Health/Medical Information for Youth Served by DYS in FY 2006		
Health/Medical		
Total Youth	% of Total	Identified as having:
117	4.2%	Serious to major physical handicap or medical condition
515	18.4%	Some to moderate health or medical concerns (including pregnancy or regular medication)
2,136	76.5%	Minor or no known health or medical concern
25	0.9%	Not assessed or data missing
Substance Abuse		
Total Youth	% of Total	Identified as having:
1,083	38.8%	Serious to significant pattern of substance abuse, may have had prior treatment and/or diagnosis of chemical dependency
684	24.5%	Moderate to intermittent incidents of substance abuse
1,000	35.8%	Minimal or no known problems with substance abuse
26	0.9%	Not assessed or data missing
Mental Health		
Total Youth	% of Total	Identified as having:
347	12.4%	Diagnosed psychological/psychiatric disorder but not receiving treatment
611	21.9%	Behavioral indicators of a psychological/psychiatric disorder, but has not been diagnosed
852	30.5%	Diagnosed psychological/psychiatric disorder and was receiving appropriate treatment
956	34.2%	No history of psychological/psychiatric disorder, and no indicators that an evaluation is needed
27	1.0%	Not assessed or data missing

With respect to specialty care services for youth, DYS provided MC+, or fee for service Medicaid, care for:

- 8,197 specialty medical services;
- 287 substance abuse treatment services; and
- 285 psychiatric/psychological treatment services.

Interstate Compact on Juveniles

Pursuant to RSMo. Chapter 219.016, the Division of Youth Services administers the Interstate Compact on Juveniles (ICJ). The ICJ provides for the courtesy supervision of youth who are residing in Missouri while on probation or parole from another state. The ICJ is also the means by which Missouri youth on probation or in DYS custody (considered parole for ICJ purposes) are placed in other states. In addition to interstate placement, the ICJ returns juvenile runaways, escapees, and absconders to their legal custodian (or agency of jurisdiction) in other states. Through ICJ, DYS also provides Airport Supervision (in the form of supervising runaways, escapees or absconders during layovers while en route to return to their home states) when requested (Table 5).

Table 5. Interstate Compact Cases, FY 2006		
	<u>Probation</u>	<u>Parole</u>
Entering MO--Opened	281	53
Entering MO--Closed	264	53
Exiting MO--Opened	42	44
Exiting MO--Closed	39	43
Travel Permits--to MO	243	25
Travel Permits--from MO	72	183
Youth Returned to MO via Interstate Compact		
* Runaways		31
Escapees		3
** Absconders		24
Total		58
Youth Returned to Other States via Interstate Compact		
* Runaways		41
Escapees		0
** Absconders		84
Total		125
Airport Supervision Requests		5

* Runaway--A juvenile who has "run away" without consent of his/her legal guardian or agency having legal custody.

** Absconder--A juvenile probationer or parolee who has "run away" from his/her placement.

Juvenile Court Diversion

Implemented in the late 1970s, the Juvenile Court Diversion (JCD) program is designed to encourage the development of prevention services to at-risk youth at the local level in an effort to divert youth from commitment to DYS. The initial diversion program was directed at the more rural areas of the state where limited resources hindered the development of such initiatives. In latter years, however, the Juvenile Court Diversion program was expanded to include more urban or metropolitan areas in these prevention efforts. During the recent budgetary challenges, fewer JCD projects have been funded and a greater emphasis has been placed on funding projects that provide alternative interventions and treatment options designed to divert the greatest at-risk youth from DYS commitment.

Juvenile Court Diversion is a grant-in-aid program in which an annual announcement encourages juvenile and family courts to submit diversionary project proposals for funding consideration. The Division of Youth Services' administrative staff ranks the project requests based on guideline compliance, program feasibility, previous experience with the project, and other relevant factors.

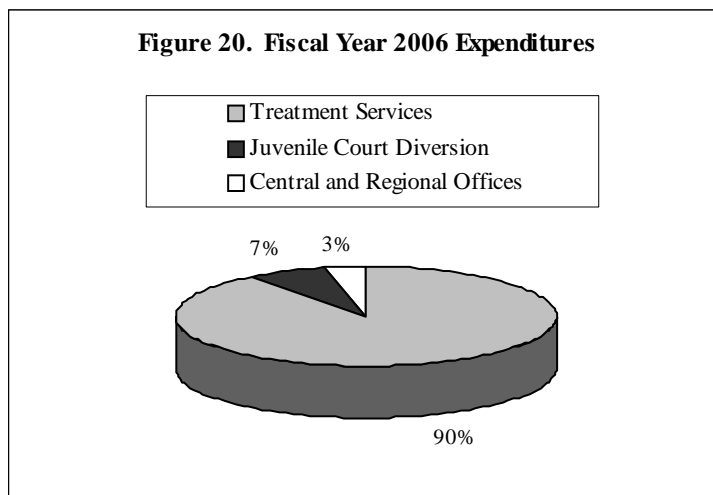
In FY 2006, 39 of the 45 juvenile circuits (86.7%) were awarded funding from the Juvenile Court Diversion Program. With 100% of the circuits reporting unduplicated data, diversionary services were provided to 3,228 at-risk youth by the local participating juvenile and family courts. Among the prevention programs funded during FY 2006 were projects involving intensive supervision, alternative education services, and counseling services. With respect to the goal of preventing less serious offenders from further penetrating the juvenile justice system, 2,820 youth were successfully provided services within the local community. At an approximate annual cost of \$1,395 per youth, community based services funded through the JCD program are clearly more cost effective than DYS residential placements (Table 6).

Table 6. Juvenile Court Diversion FY 2006		
	Total Youth	Percentage
DYS Commitments	408	13%
At-Risk Youth Diverted	2,820	87%
At-Risk Youth Served	3,228	100%

FISCAL INFORMATION

Fiscal Year 2006 Expenditures

In FY 2006, expenditures for DYS totaled \$57 million. As seen in Figure 20, the majority of the overall budget was devoted to treatment services, which includes all aspects of treatment, educational, vocational, and other rehabilitative services. Another 7% of the total DYS budget, or approximately \$4 million, was directed toward prevention efforts in the form of Juvenile Court Diversion funding to assist the various juvenile and family courts throughout the state. Only three percent of the total budget was utilized for administrative costs in the Central and Regional offices.



Residential Program Costs

Table 7 highlights the cost of operation for residential treatment programs. As would be expected, the community-based residential facilities are the least costly, and secure-care programs are the most costly. Higher staff-to-youth ratios primarily account for the increased costs associated with increased levels of security.

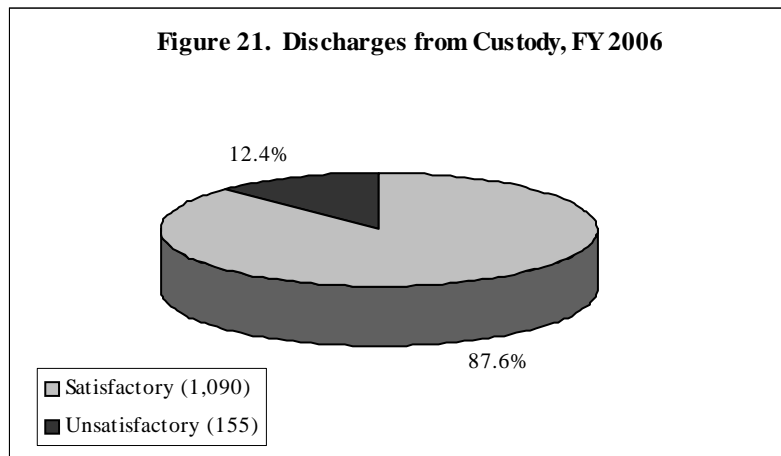
Table 7. Residential Program Costs FY 2006		
Program	Per Diem	Annual Cost per Bed
Community Residential Programs	\$112.38	\$41,017
Moderate Care Programs	\$119.08	\$43,465
Secure Care Programs	\$157.71	\$57,563

OUTCOME INDICATORS

A variety of measures illustrate the positive effects of DYS interventions. Included among these indicators are satisfactory discharges, recidivism, academic achievement, and GED attainment. Each indicator is described more fully below.

Discharges from DYS Custody

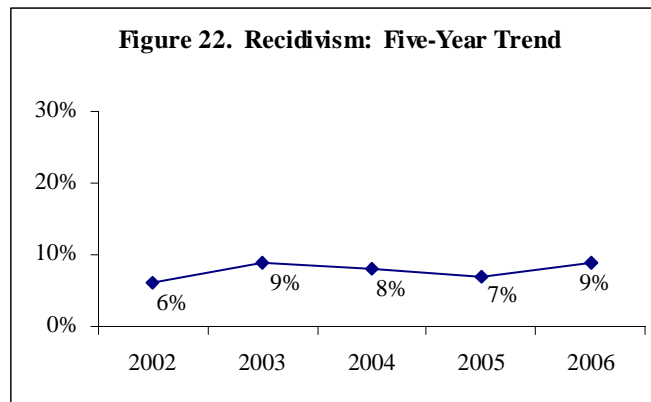
During FY 2006, a total of 1,245 youth were discharged from DYS custody. Of these discharges, 87.6% were categorized as satisfactory, with only 12.4% considered unsatisfactory (Figure 21).



Satisfactory discharges include youth who either successfully complete the aftercare component following residential placement, successfully complete a residential program and are directly discharged, successfully complete community care or aftercare and required no residential placement, or enlist in the military or Job Corps. Unsatisfactory discharges are coded for youth who are involved in further law violations and are subsequently adjudicated while on aftercare or under community care, are involved in further law violations which result in a new commitment to DYS, or abscond from residential placement or aftercare supervision and remain absent for a specified period beyond the minimum discharge date.

Recidivism

The recidivism rate during FY 2006 was 8.7%. For the purposes of this report, recidivism refers to the percentage of youth re-entering the division during the fiscal year who had received discharges during the current or previous fiscal years. As seen in Figure 22, the recidivism rate over the past five years has remained low.



Academic Achievement and GED Success

Youth committed to DYS who completed both pre- and post-testing of the Woodcock-Johnson Psycho-Educational Battery-III demonstrated significant gains in academic growth during FY 2006. For example, in terms of reading achievement, the majority of youth (74.5%) progressed at a rate equal to or greater than the rate of growth exhibited by same-age peers. When examining writing and mathematics achievement, it was revealed that 70% of the DYS youth (72.3% and 71.8%, respectively) progressed at a rate equal to or greater than the rate of growth exhibited by same-age peers.

In FY 2006, there were 273 attempts to obtain the GED by youth in the care and custody of DYS. Of those, 196 were successful, yielding a 71.8% success rate. By the time of discharge, 18.3% of the youth over the age of 16 had graduated from high school or obtained a GED.

CONCLUSION

Despite national trends in juvenile justice that reflect a “nothing works” philosophy, Missouri’s Division of Youth Services remains committed to providing comprehensive, individualized, and needs-based services to the youth committed to its care. Various outcome indicators continue to demonstrate the success of the agency’s balanced approach. The ongoing emphasis on improvement targets is essential to providing community safety and ensuring appropriate and quality programming.

APPENDICES

Appendix A. Committing Offenses by Gender: Fiscal Year 2006

A & B Felonies

<u>Type</u>	<u>Offense</u>	<u>Female</u>	<u>Male</u>	<u>Total</u>
Fel-A	Murder - 2nd Degree	0	1	1
	Robbery - 1st Degree	0	24	24
	Assault - 1st Deg.- Physical Injury	0	1	1
	Poss. of Controlled Sub.			
	Except <=35 gm. Marijuana -			
	Persistent Offender	0	2	2
	Dist./Del./Manf./Prod. or Attempt			
	or Poss. w/ Intent to Distr. Controlled Sub. -			
	Prior Offender	1	2	3
	Distributing Controlled Sub. Near Schools	1	6	7
	Dist. Controlled Sub. Near Public Housing	0	1	1
	Causing Catastrophe	0	1	1
	Total A Felonies	2	38	40
Fel-B	Robbery - 2nd Degree	0	16	16
	Assault - 1st Degree	2	4	6
	Assault on Law Enf. Officer - 2nd Deg.	0	2	2
	Assault on Law Enf. Officer while Intoxicated	1	0	1
	Burglary - 1st Degree	0	14	14
	Theft/Stealing - Value >= \$25,000	0	3	3
	Arson - 1st Degree	1	2	3
	Sexual Abuse-Deadly Weapon or Phys. Injury	0	1	1
	Child Molest. - 1st Degree	0	17	17
	Poss. of Controlled Sub.			
	Except <=35 gm. Marijuana - Prior Off.	0	1	1
	Dist./Del./Manf./Prod. or Attempt			
	or Poss. w/ Intent to Distr. Controlled Sub.	1	11	12
	Total B Felonies	5	71	76
Total A & B Felonies		7	109	116

(Continued, next page)

Appendix A. Committing Offenses by Gender: Fiscal Year 2006

C, D, and Unspecified Felonies

<u>Type</u>	<u>Offense</u>	<u>Female</u>	<u>Male</u>	<u>Total</u>
Fel	Forcible Rape/Sexual Int.	0	1	1
	Statutory Rape - 1st Deg. - Sex. Int.	0	6	6
	Statutory Rape-1st Deg. - Sex. Int.- Serious Inj.	0	2	2
	Forc. Sodomy - Dev. Sex. Int. by Compulsion	0	1	1
	Stat. Sodomy - 1st Deg. - w/ Person < 14			
	Serious Phys. Injury	0	3	3
	Stat. Sodomy - 1st Deg. - w/ Person < 14	0	9	9
	Failure to Appear - Felony	1	0	1
	Probation Violation	7	51	58
	Total Unspecified Felonies	8	73	81
Fel-C	Involuntary Manslaughter - 1st Deg.	1	1	2
	Sexual Assault	0	3	3
	Statutory Sodomy - 2nd Deg.	0	5	5
	Deviate Sexual Assault	0	2	2
	Domestic Assault - 2nd Degree	1	0	1
	Assault - 2nd Degree	7	29	36
	Assault - 2nd Degree - Vehicular Inj.	0	1	1
	Burglary - 2nd Degree	0	100	100
	Stealing a Motor Vehicle	1	11	12
	Theft/Stealing, Value \$500 - \$24,999	3	21	24
	Theft/Stealing of any Firearm	0	2	2
	Arson - 2nd Degree	0	3	3
	Forgery	3	1	4
	Sexual Abuse	0	3	3
	Tamper w/ Utility Service or Instit. - 1st Deg.	4	9	13
	Tamper w/ Motor Veh., Airplane, etc. - 1st Deg.	13	64	77
	Prop. Damage Motivated by Discrimination	0	1	1
	Receiving Stolen Prop. => \$500	2	4	6
	Endangering Welfare of Child - 1st Degree	0	1	1
	Unlaw. Poss. - Concealable Firearm	0	2	2
	Unlaw. Poss./Transport/Mfg./Repair /Sale -			
	Illegal Weapon	0	1	1
	Threatening to Place Bomb/Explosive at or			
	near Bus or Terminal	0	1	1
	Possess Subst. - Except <= 35 gm. Marijuana	4	24	28
	Total C Felonies	39	289	328

(Continued, next page)

Appendix A. Committing Offenses by Gender: Fiscal Year 2006

C, D, and Unspecified Felonies (cont.)

<u>Type</u>	<u>Offense</u>	<u>Female</u>	<u>Male</u>	<u>Total</u>
Fel-D	Domestic Assault - 3rd Deg. - 3rd/subseq. Off.	0	1	1
	Assault - Watercraft - 2nd Degree	0	1	1
	Assault - 3rd Degree - Phys. Inj.	1	2	3
	Assault Motivated by Discr. - 3rd Degree	0	1	1
	Assault while on School Property	3	23	26
	Possession of Burglary Tools	0	1	1
	Stealing Related Offenses - 3rd Offense	0	1	1
	Knowingly Burning/Exploding	1	4	5
	Fraud. Use of Credit/Debit Device => \$500	1	0	1
	Sex. Misconduct Involving a Child - 1st Deg.	0	1	1
	Sex. Misconduct Involv. a Child < 14 - 1st Off.	0	1	1
	Incest	0	2	2
	Child Molest. - 2nd Deg. - Display Weapon or Serious Phys. Injury	0	1	1
	Property Damage - 1st Degree	2	17	19
	Resisting/Interfering w/ Arrest for a Felony	0	3	3
	Hindering Prosecution of Felony	0	1	1
	Unlawful Use of Weapon	1	22	23
	Carry Loaded Firearm/Weapon into School	0	3	3
	Unlawful Use of Drug Paraphernalia - Amphet.	0	1	1
	Deliv./Possess/Mfg. Drug Paraphernalia	1	0	1
	Leaving Scene of Motor Vehicle Accident	0	1	1
	Making a False Bomb Report	1	0	1
	Total D Felonies	11	87	98
Total C, D, and Unspecified Felonies		58	449	507

(Continued, next page)

Appendix A. Committing Offenses by Gender: Fiscal Year 2006

Misdemeanors and Other Non-Felonies

<u>Type</u>	<u>Offense</u>	<u>Female</u>	<u>Male</u>	<u>Total</u>
Mis	Purchase/Possession of Liquor by Minor	1	2	3
	Beer Possession by Minor	1	1	2
	Total Unspecified Misdemeanors	2	3	5
Mis-A	Domestic Assault - 3rd Deg. - 1st/2nd Off.	4	5	9
	Assault - 3rd Deg. - Phys. Injury	4	19	23
	Assault on Law Enf. Officer - 3rd Deg.	1	0	1
	Assault/Attempt. Assault on Law Enf. Officer	3	1	4
	Theft/Stealing - Value < \$500	24	55	79
	Reckless Burning/Exploding	0	1	1
	Fraud. Use of Credit/Debit Device	0	4	4
	Sexual Misconduct - 1st Degree	0	11	11
	Tampering w/ Utility Meter - 2nd Deg.	0	6	6
	Tampering w/ Property of Another - 2nd Deg.	2	7	9
	Tampering w/ Motor Veh., Airplane, etc. - 2nd Degree	2	16	18
	Receiving Stolen Prop. < \$500	1	4	5
	Endangering Welfare of Child - 2nd Deg.	1	0	1
	Resist/Interfere w/ Arrest, Detention or Stop	4	11	15
	Escape/Attempt. Escape from Custody	1	1	2
	Failure to Return to Confinement in Jail	0	1	1
	Probation/Parole Violation	21	63	84
	Unlawful Transfer of Weapon	0	1	1
	Possess <= 35 gm. Marijuana	5	20	25
	Unlawful Use of Drug Paraphernalia	1	6	7
	Possession of Imitation Controlled Drug	0	1	1
	Peace Dist. - 2nd/Subsequent Offense	1	3	4
	Operate Vehicle on Hwy. w/out Valid License	0	1	1
	Make Terrorist Threat w/ Criminal Negligence	1	0	1
	Total A Misdemeanors	76	237	313

(Continued, next page)

Appendix A. Committing Offenses by Gender: Fiscal Year 2006

Misdemeanors and Other Non-Felonies (cont.)

<u>Type</u>	<u>Offense</u>	<u>Female</u>	<u>Male</u>	<u>Total</u>
Mis-B	Negligent Burning/Exploding	0	1	1
	Property Damage - 2nd Degree	3	26	29
	Making False Report	1	0	1
	Making a False Declaration	0	1	1
	Unlawful Use of Weapon	0	4	4
	Peace Dist. - 1st Offense	2	7	9
	Trespass. - 1st Degree	2	5	7
	Total B Misdemeanors	8	44	52
Mis-C	Assault - 3rd Degree	21	65	86
	Sexual Misconduct - 3rd Degree	0	3	3
	Total C Misdemeanors	21	68	89
Ordinance	Indecent Exposure Violation	0	1	1
	Stealing	1	1	2
	Resisting Arrest	0	1	1
	Total Ordinance Offenses	1	3	4
Total Misdemeanors and Other Non-Felonies		108	355	463

Juvenile Offenses

<u>Type</u>	<u>Offense</u>	<u>Female</u>	<u>Male</u>	<u>Total</u>
Juv	Truancy	6	6	12
	Beyond Parental Control	1	8	9
	Habitually Absent from Home	4	5	9
	Behavior Injurious to Self/Others	13	36	49
	Violation of Valid Court Order	7	41	48
	Municipal - Curfew	0	1	1
Total Juvenile Offenses		31	97	128

Appendix B. Commitments by Circuit & County: Fiscal Year 2006

<u>Circuit</u>	<u>County</u>	<u>Female</u>	<u>Male</u>	<u>Total</u>	<u>Circuit</u>	<u>County</u>	<u>Female</u>	<u>Male</u>	<u>Total</u>
1	Clark	0	0	0	13	Boone	8	33	41
	Schuyler	0	0	0		Callaway	1	5	6
	Scotland	0	0	0		Subtotal	9	38	47
	Subtotal	0	0	0	14	Howard	0	0	0
2	Adair	0	2	2		Randolph	0	3	3
	Knox	0	2	2		Subtotal	0	3	3
	Lewis	0	0	0	15	Lafayette	0	3	3
	Subtotal	0	4	4		Saline	1	4	5
3	Grundy	0	3	3		Subtotal	1	7	8
	Harrison	0	0	0	16	Jackson	20	110	130
	Mercer	0	0	0		Cass	4	11	15
	Putnam	0	2	2		Johnson	1	1	2
4	Subtotal	0	5	5		Subtotal	5	12	17
	Atchison	0	0	0	18	Cooper	0	4	4
	Gentry	0	1	1		Pettis	1	14	15
	Holt	0	0	0		Subtotal	1	18	19
5	Nodaway	2	5	7	19	Cole	2	13	15
	Worth	1	0	1		Franklin	2	16	18
	Subtotal	3	6	9		Gasconade	2	1	3
	Andrew	0	0	0		Osage	1	4	5
6	Buchanan	0	5	5	21	Subtotal	5	21	26
	Subtotal	0	5	5		St. Louis County	8	76	84
	Platte	3	12	15		St. Louis City	8	118	126
	Clay	2	15	17	23	Jefferson	6	36	42
7	Carroll	2	3	5		Madison	0	4	4
	Ray	3	6	9		St. Francois	11	22	33
	Subtotal	5	9	14		Ste. Genevieve	0	4	4
9	Chariton	0	0	0	24	Washington	1	17	18
	Linn	0	3	3		Subtotal	12	47	59
	Sullivan	0	0	0	25	Maries	0	0	0
	Subtotal	0	3	3		Phelps	0	9	9
10	Marion	3	15	18		Pulaski	1	5	6
	Monroe	0	2	2		Texas	3	7	10
	Ralls	0	0	0		Subtotal	4	21	25
	Subtotal	3	17	20	26	Camden	0	5	5
11	St. Charles	8	31	39		Laclede	1	15	16
	Audrain	1	6	7		Miller	3	6	9
	Montgomery	0	1	1		Moniteau	0	2	2
	Warren	0	6	6		Morgan	2	6	8
12	Subtotal	1	13	14		Subtotal	6	34	40

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Appendix B. Commitments by Circuit & County: Fiscal Year 2006

<u>Circuit</u>	<u>County</u>	<u>Female</u>	<u>Male</u>	<u>Total</u>	<u>Circuit</u>	<u>County</u>	<u>Female</u>	<u>Male</u>	<u>Total</u>
27	Bates	1	2	3	39	Barry	0	6	6
	Henry	1	3	4		Lawrence	2	11	13
	St. Clair	0	1	1		Stone	2	2	4
	Subtotal	2	6	8		Subtotal	4	19	23
28	Barton	0	1	1	40	McDonald	0	3	3
	Cedar	0	4	4		Newton	4	15	19
	Dade	0	0	0		Subtotal	4	18	22
	Vernon	2	7	9	41	Macon	2	10	12
	Subtotal	2	12	14		Shelby	0	3	3
29	Jasper	20	28	48		Subtotal	2	13	15
30	Benton	0	2	2	42	Crawford	2	8	10
	Dallas	2	5	7		Dent	2	1	3
	Hickory	2	1	3		Iron	1	4	5
	Polk	3	4	7		Reynolds	0	0	0
	Webster	0	4	4		Wayne	0	2	2
	Subtotal	7	16	23		Subtotal	5	15	20
31	Greene	9	36	45	43	Caldwell	1	4	5
32	Bollinger	0	1	1		Clinton	1	7	8
	Cape Girardeau	3	27	30		Daviess	0	0	0
	Perry	0	4	4		DeKalb	1	5	6
	Subtotal	3	32	35		Livingston	0	4	4
33	Mississippi	9	16	25		Subtotal	3	20	23
	Scott	2	24	26	44	Douglas	0	4	4
	Subtotal	11	40	51		Ozark	0	0	0
34	New Madrid	0	5	5		Wright	1	3	4
	Pemiscot	0	7	7		Subtotal	1	7	8
	Subtotal	0	12	12	45	Lincoln	4	7	11
35	Dunklin	0	3	3		Pike	1	7	8
	Stoddard	0	6	6		Subtotal	5	14	19
	Subtotal	0	9	9	TOTAL		204	1,010	1,214
36	Butler	2	12	14					
	Ripley	2	3	5					
	Subtotal	4	15	19					
37	Carter	0	1	1					
	Howell	2	0	2					
	Oregon	0	1	1					
	Shannon	0	1	1					
	Subtotal	2	3	5					
38	Christian	4	9	13					
	Taney	4	12	16					
	Subtotal	8	21	29					

Appendix C. Facility Utilization: Fiscal Year 2006

<u>Facility</u>	<u>Number of Beds</u>	<u>Total Exits from Facility in FY 2006</u>	<u>Youth in Facility on 06/30/06</u>	<u>Total Youth Served in FY 2006*</u>
Babler Lodge	20	61	20	81
Bissell Hall	20	27	22	49
Camp Avery	20	43	19	62
Camp Avery Short-Term	10	39	11	50
Community Learning Center	10	25	12	37
Cornerstone	10	24	12	36
Datema House	10	29	9	38
Delmina Woods	10	26	12	38
Delmina Woods Short-Term	10	26	11	37
Discovery Hall	10	10	13	23
Fort Bellefontaine	20	29	25	54
Fulton Treatment Center	30	47	25	72
Gentry Facility	20	53	22	75
Girardot Center for Youth and Families	20	36	24	60
Green Gables	10	25	10	35
Hillsboro	30	38	32	70
Hogan Street	30	47	35	82
Langsford House	10	26	7	33
Lewis and Clark	10	41	11	52
Montgomery Facility	40	57	19	76
Mount Vernon	30	51	27	78
NE Community Treatment Center	10	26	12	38
New Madrid Bend	20	46	24	70
NW Regional Youth Center	30	33	28	61
Rich Hill Facility	20	38	22	60
Riverbend Facility	30	43	20	63
Rosa Parks Center	10	31	9	40
Sears Youth Center	50	78	56	134
Sierra Osage	20	31	24	55
Spanish Lake	20	27	26	53
Twin Rivers	20	25	24	49
Watkins Mill	50	95	56	151
Waverly	40	63	41	104
Wilson Creek	10	32	13	45
TOTAL	710	1,328	733	2,061

* Total Youth Served equals Total Exits from Facility in FY 2006 plus Youth in Facility on 06/30/06.

Appendix D. Historical Timeline of DYS

Significant Events Shaping the Evolution of the Division of Youth Services

- **1889** – Training School for Boys in Boonville and the Training School for Girls in Chillicothe established.
- **1926** – Training School for Negro Girls at Tipton was opened.
- **1945** – State Board of Training Schools was established, and for the first time a statutory mandate for “rehabilitation and guidance of juvenile offenders” appears. The institutions were classified as “educational institutions.”
- **1948** – Legislation established indeterminate sentencing, age ranges (12 years through 26 years for boys and 12 years through 20 years for girls) and aftercare.
- **1948** – Governor Donnelly’s “midnight raid” on Training School for Boys. After two youth were killed by violent offenders, the Governor and a convoy of armed officers removed 71 boys and transferred them to the state penitentiary. The Governor dismissed the entire board.
- **1948** – Wendall E. Sears, Director (1948-1971)
- **1954** – Desegregation of Reception
- **1956** – Training School for Negro Girls closed and consolidated with the Training School for Girls in Chillicothe.
- **1957** – Juvenile Code (or Unified Juvenile Court Act) passed—made the court a “treatment center rather than a punishment center.” Bestowed exclusive juvenile court jurisdiction over delinquency, abuse and neglect, status offenses and adoption. Established blueprint for further development of custody and placement alternatives.
- **1962** – Camp Avery Park Camp was opened where boys could be placed in a less institutional environment.
- **1964** – Watkins Mill Park Camp was opened to further the movement toward “non-institutional” services for delinquent youth.
- **1970’s** – Systematic agency planning for de-emphasis of large rural institutions and establishment of smaller treatment facilities. Aftercare services expanded.
- **1970** – W. E. Sears Youth Center opened. Positive Peer Culture initiated as an experimental treatment approach.

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Appendix D. Historical Timeline of DYS

Significant Events Shaping the Evolution of the Division of Youth Services (cont.)

- **1971** – Frederick O. McDaniel, Director (1971-1975)
- **1971** – DYS Advisory Board reappointed.
- **1972** – First Group Homes established, first DYS venture into the community.
- **1974** – The Omnibus Reorganization Act created the Division of Youth Services within the Department of Social Services. Age ranges were changed to 12 through 17 for both boys and girls.
- **1974** – Positive Peer Culture adopted as the primary treatment modality.
- **1975** – Scope of responsibility was broadened to include prevention services, comprehensive training programs, consultation, and information services to non-DYS agencies, technical assistance to local communities, and a statewide data information system. DYS Advisory Board expanded to 15 members.
- **1975** – Max Brand, Director (1975-1978)
- **1975** – Initial stages of re-organization with the Five Year Plan. The plan called for the closing of the training schools, expansion of community-based services, delinquency prevention programs, staff development and training, improved quality of programs, better education for youth, and effective research and evaluation.
- **1975** – The Department of Elementary Education authorized to set educational standards for the Division of Youth Services as it has in its administration of the public school system. DYS schools become accredited.
- **1976** – Short-term programs provide alternatives to long-term institutional care developed at Camp Pa-He-Tsi (later Green Gables Lodge) at Osage Beach and Group Home 6 in Springfield (Wilson Creek Group Home).
- **1978** – Frederick O. McDaniel, Director (1978-1979)
- **1979** – Keith Schafer, Director (1979-1981)
- **1980's** – Continuation of agency's direction toward regionalization and an expansion of the continuum of treatment. Regionalized treatment facilities continue to absorb youth from the Training Schools.
- **1980** – Juvenile Court Diversion program established.

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Appendix D. Historical Timeline of DYS

Significant Events Shaping the Evolution of the Division of Youth Services (cont.)

- **1981** – Jim Hair, Director (1981-1984)
- **1981** – Family Therapy initiated as part of the spectrum of care.
- **1981** – Training School for Girls closed.
- **1983** – Training School for Boys closed.
- **1984** – Gary Sherman, Director (1984-1986)
- **1986** – Al Gage, Director (1986-1988)
- **1986** – Division of Youth Services’ educational programs entitled to state aid, providing greater legitimacy to the educational services provided. Local school districts, constituting the domicile of the youth placed in DYS education programs, pay toward the per pupil cost of educational services based on the average sum produced per child by the local tax effort.
- **1987** – Blue Ribbon Commission recommendations result in greater appropriations for the Division of Youth Services.
- **1987** – Situational Leadership framework adopted as a means for further development of treatment programs.
- **1988** – Mark D. Steward, Director (1988-2005)
- **1990’s** – Positive Peer Culture treatment modality phased out while retaining strong group treatment philosophy within a broad spectrum of care.
- **1990** – First day treatment program opened as Excel School in Springfield.
- **1991** – Intensive Case Monitoring services began. Enhanced supervision, monitoring and support functions through frequent and consistent aftercare contact.
- **1992** – Community Liaison Councils developed to link facilities to the local community and to advance support for positive youth development.
- **1993** – Jobs Program allows youth in residential programs to perform community service for which they will receive payment, allowing youth to be seen as resources within the community. Earnings may be used by the youth to make restitution payments.

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Appendix D. Historical Timeline of DYS

Significant Events Shaping the Evolution of the Division of Youth Services (cont.)

- **1994** – National Council on Crime and Delinquency recognizes Missouri’s national leadership for Excellence in Adolescent Care.
- **1995** – Juvenile Crime Bill included provisions for determinate sentencing, granted DYS the ability to petition for increased stay up to age 21, removed the lower age limit for commitment and provided for the development of dual jurisdiction. As a result of the Crime Bill and the Fourth State Building Bond Issue, a number of new facilities for DYS were authorized.
- **1997** – Department of Elementary and Secondary Education authorized DYS to graduate high school students who meet all the graduation requirements of the state of Missouri.
- **1999** – Expansion of residential capacity through new facilities completed.
- **2001** – American Youth Policy Forum identified Missouri as a “guiding light for reform” and found that its emphasis on treatment and least restrictive care is far more successful than incarceration-oriented programs.
- **2003** – Study conducted by Dick Mendel, featured in *ADVOCASEY* magazine, identified Missouri’s cost and recidivism rates as among the best in the country.
- **2003** – Named as a model juvenile justice site by the Annie E. Casey Foundation, Edna McConnell Clark Foundation and the National Council on Crime and Delinquency. Recognition led to DYS hosting numerous juvenile justice authorities, legislators and corrections officials looking to launch reform efforts in other states.
- **2005** – Paul Bolerjack, Director (2005-2007)
- **2007** – Tim Decker, Director (2007-Current)